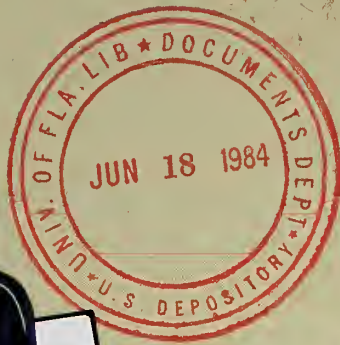
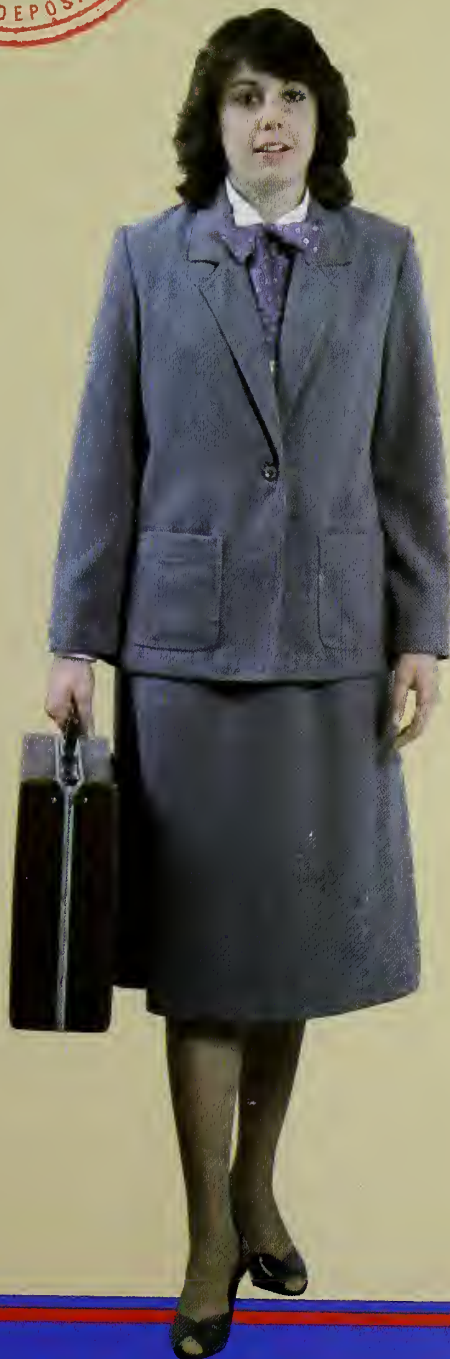


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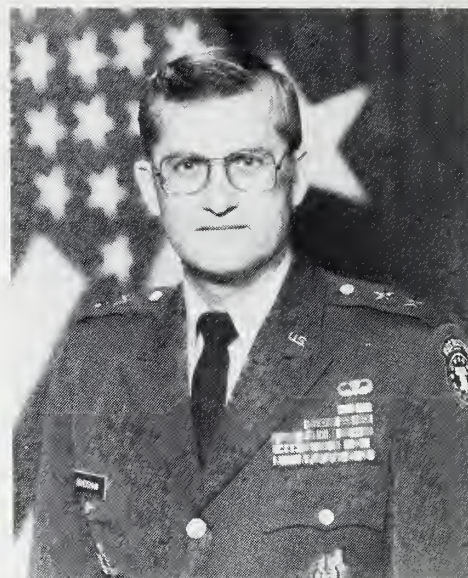
recruiter
JOURNAL
The Army's recruiting professional magazine since 1919
June/July 1984



CITIZEN · SOLDIER



Commander's Notes



In order to remain responsive to the needs of the Army through the years, the U.S. Army Reserve (USAR) has undergone many changes. One of the most dramatic occurred in 1973, when the Total Force Policy designated the Reserve Components, rather than draftees, as the initial and primary source for expansion of the active Armed Forces in case of emergency.

The role of recruiting for the Army Reserve — providing quality strength to the Total Army team — has become increasingly important since then. Recognizing this, the Army has devised a number of programs and policies to assist recruiters in accomplishing the USAR accession mission.

This issue of the *recruiter JOURNAL* discusses these programs, emphasizing their importance to the total USAR recruiting effort — an effort that requires people and dollars.

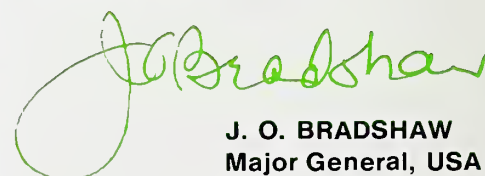
The composition of people and dollar resources are discussed in an article which illustrates how these resources have been adjusted with changes in USAR recruiting. The step-by-step decision making processes involved in establishing and locating USAR units and USAREC's role in that process is explained

in the next featured article.

Specific USAR recruiting tools are discussed in two related pieces. The Man-Day Space Program and the Automated USA-REC/USAR Unit Referral Program for obtaining quality leads are described. Interviews with a top USAR recruiter and a former USAR Strength Management Officer provide suggestions for using Army Reserve recruiting tools effectively.

Changes in Army Reserve advertising and the reasons for new focuses in advertising are explained by USAREC A&SP. Additional articles describe unique local recruiting ideas. Also, the 5th Recruiting Brigade (SOUTHWEST) and the Newburgh Battalion provide some ideas for USAR training.

Recruiters have disproved the popular '70s prediction that the volunteer system would not support the Reserves. Assisted by Army programs and recruiting tools that enhance your abilities, you are Providing The Strength for the Total Army.



J. O. BRADSHAW
Major General, USA
Commanding

'1984 — the Army Family'



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The Army's recruiting professional magazine since 1919



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ABOUT THE COVER:

This month's cover, designed by Len Trzeciak and photographed by Spec. 5 Dan Hardoby of the USAREC Public Affairs Office, depicts the many roles of an Army Reserve soldier and features the new, stylized Army logo. The back cover shows an airborne trainee parachuting from the jump tower at Fort Benning Ga. It was photographed by Staff Sgt. Gary Kiefer, Fort Benning Public Affairs Office.





JUNE GAME AT WEST POINT

Army Soccer Classic features top prep players

WEST POINT, N.Y. — Clinton Field, on the grounds of the United States Military Academy, will be the stage for the Army Soccer Classic, the first national high school soccer all-star game, scheduled for Saturday, June 30. The contest is sponsored by the Army College Fund in cooperation with the National Soccer Coaches Association of America (NSCAA).

The all-star game, featuring the top 36 high school senior soccer players in America, the first of its type for high school soccer, will feature an East versus West format, using graduated seniors identified through the NSCAA's secondary school all-star selection procedure.

Delayed telecast of an edited version of the contest will be aired on cable network ESPN in August.

COACHES SELECTED

The East and West teams will be coached by the top four finishers in the NSCAA's annual secondary school "Coach of the Year" award program. Coaching the East squad will be Miller Bugliari, Pingry School, Elizabeth, N.J., and Foster Cass, Duxbury High School, Duxbury, Mass. Bob Sims, Westminster School, Atlanta, Ga., and Jay T. Engeln, Doherty High School, Colorado Springs, Colo., will head the West team.

Players named to the East team who are multiple "All-America" selectees include David Smyth, Hicksville High School, Hicksville, N.Y.; James

Berry, Concord High School, Wilmington, Del.; Troy Snyder, Fleetwood High School, Fleetwood, Pa., and Peter Vermes, Delran High School, Delran, N.J.

West team multiple "All-America" selectees include Matt Sheridan, Granite City High School, Granite City, Ill.; Steve Nikodem, De Smet High School, St. Louis, Mo., and Kyle Muehlstein, R.L. Turner High School, Farmers Branch, Tex.

Most of the other players were "All-America" selectees on a single poll as monitored by NSCAA.

PRESENTATIONS MADE

Local Army recruiters have presented plaques and certificates to all players and coaches selected for the Army Soccer Classic.

"To keep the teams as equal in ability as possible," stated a NSCAA spokesman, "the East squad was comprised of seniors from high schools basically corresponding to the Army Recruiting Command's 1st Brigade's geographical area. The West team was formed from the rest of the nation. This method of team selection was used since the New England and New York area has an abundance of players."

The East and West teams will be assembled in New York City on June 26 and travel to West Point for two and one-half days preparation prior to the Saturday afternoon all-star classic.

Once at West Point, the Hotel Thayer will be home for the high school

senior soccer players, coaches and staff. Besides team meetings and a photo session, both squads will conduct twice-a-day practice sessions on the Thursday and Friday before the contest.

GAME COORDINATOR

Walt Chyzowych, former U.S. National Team and Olympic coach, is a coordinator for the all-star game. "I'm enthusiastic about the quality of the athletes invited to participate," he stated. "Those who attend, or view the game on cable television, will be witnessing some of the finest youth-level players America has to offer."

"This national all-star game is the capstone of the 1984 USAREC Soccer Program," said Capt. Gerald R. Kemp, USAREC's A&SP Army Soccer Classic project officer. "The Army Soccer Classic will provide a great opportunity for national exposure for the Recruiting Command, the Army College Fund and the outstanding soccer players involved."

Other elements in the Army Soccer Program include the high school soccer clinic series, a group of 10 national clinics for students and coaches administered by Chyzowych and NSCAA clinicians; the Most Valuable Soccer Player Award, a lucite trophy and certificate presented to the top male and female senior soccer player in high schools nationwide, and a series of soccer instructional films available to coaches through the Army Recruiting Command.

Must have 'Sure-Pay'

WASHINGTON — A plan is being finalized to convert the pay of all active Army personnel, including National Guard and Army Reserve soldiers on extended active duty, to mandatory Sure-Pay/Direct Deposit beginning this July. As a general rule, only soldiers in basic or advanced individual training are excluded from the mandatory Sure-Pay/Direct Deposit system.

The conversion process to the mandatory Sure-Pay/Direct Deposit system will be conducted in a two pronged attack and involve only those soldiers who do not now have their check deposited in a financial institution:

- All officers and senior non-commissioned officers (E7-E9) will be converted during the period July 1-Aug. 31, 1984.

- A training program for E6 and below is being developed on how to handle a checking account and soldiers will be converted to Sure-Pay immediately following training.

By the end of this past March, Army-wide participation in the Sure-Pay/Direct Deposit program was slightly more than 50 percent. This pay option allows the Army to send a soldier's net pay directly to a preselected financial organization (bank, credit union or savings and loan) for deposit to a checking or savings account. Deposits may be made once or twice a month as the soldier directs.

"Sure-Pay will increase readiness by eliminating time consuming financial arrangements during times of mobilization," according to a spokesman.

Commanders have been instructed to, "exercise discretion in granting exemptions from Sure-Pay." Permanent exemptions will be approved at the general court-martial convening authority level.

"I encourage all USAREC soldiers to make an early selection of the bank, credit union or savings and loan they want to use," stated Lt. Col. Robert W. Behrens, USAREC's Staff Finance Officer. "Shop around and obtain the best financial package. Once chosen, your financial institution should have 'SF1199A' (a Standard Form) that you must complete." (ARNEWS)

news clips . . .

NEW RANGER UNITS

Two new Ranger units are scheduled for activation later this year as part of the Army's expansion of its special operation forces. The two units, Headquarters and Headquarters Company, 75th Infantry Regiment (Ranger) and the 3rd Battalion of that regiment, will operate out of Fort Benning, Ga.

Army officials view the activation not only as an increase in Ranger forces, but also, activation of a regimental headquarters, provides a single commander responsible for preparing, training, equipping and sustaining the Rangers, and provides a single headquarters for the Army's three Ranger battalions.

SUMMER TRAVEL DISCOUNTS

As soldiers and their families plan summer vacations, the Military Traffic Management Command reminds service-members that several carriers have agreed to offer reduced fares for travel and vehicle rentals.

A summary of those commercial carriers who have reduced rates follow:

AIRLINES: Discounts of 25 to 50 percent or more from Empire, Frontier, Northwest, Pan American, TWA and USAir.

BUS SERVICE: Special tour fares from Greyhound and Trailways.

RAIL: A standard discount from Amtrack except in the Northeast U.S. corridor.

CAR RENTAL: Discounts of 50 percent or more from Hertz, National and Thrifty.

LANGUAGE CREDIT

Soldiers can now receive both promotion points and college credit for attending the Defense Language Institute, according to Military Personnel Center officials.

Each week of language training is worth two promotion points officials noted. This does not apply, however, to soldiers training for specialties that are language-dependent.

Officials added that soldiers receive about 21 semester hours of credit for the basic course in Russian, and up to 18 hours for the intermediate Russian course.

AAFES NEWS

News from Headquarters, Army & Air Force Exchange Service (AAFES):

- AAFES is talking with McDonald's and Burger King about testing franchise operations on selected military installations.

- The AAFES shoppette concept is being expanded to include self-service gasoline.

USAR resources:

by Vincent A. Lauter Jr.
USAREC Resource Management

Recruiting resources can be counted in people and dollars, and USAREC is applying an increasing number of both to achieve its current and future U.S. Army Reserve (USAR) missions. Numbers for the current USAR mission, for example, are more than 1,350 authorized USAR recruiters and about \$84 million. An increase in these human and dollar resources, however, will be demanded by the proposed 20 percent increase in USAR authorized troop strength between now and FY 89.

THE HUMAN RESOURCES: PAST, PRESENT AND FUTURE.

This year USAREC has more than 1,350 authorized USAR recruiters: more than 1,175 military Active Guard and Reserve (AGR) recruiters and about 180 civilian recruiters. This number is not significantly different from the 1,330 plus USAR recruiters authorized in 1979, when responsibility for the overall USAR recruiting mission transferred from Forces Command to USAREC. Although the numbers have not changed much, the composition of the recruiting force has undergone numerous changes over the years.

The initial 1,331 recruiter positions consisted of 966 AGR and 365 civilians. These recruiters were placed in all 56 recruiting battalions according to market considerations and Troop Program Unit (TPU) strengths, and they were supported by an additional 404 USAREC personnel. The support personnel, 156 military and 248 civilians, consisted of Veteran Administration counselors, guidance counselors, operations officers/noncommissioned officers, and in-service recruiters.

Composition of the recruiter workforce remained relatively constant until December, 1980. Then, Headquarters, Department of the Army, approved converting all 365 civilian

recruiters to military AGR recruiters by FY 86.

The first 125 positions were converted from civilian to AGR in November, 1981. All 125 positions affected were unfilled, so there was no adverse impact on any incumbent civilian recruiters. The remaining 240 civilian recruiter positions were then scheduled to be converted at the rate of 60 per year from FY 83 through FY 86.

The 60 positions for FY 83 were converted ahead of schedule, and 32 of the FY 84 quota were converted to AGR by December, 1983. Congressional mandate then halted any further conversions.

USAREC was directed to sustain the FY 83 authorized USAR recruiter levels through 1984. This equated to 1,181 AGR and 180 civilian recruiters. In order to reach this military/civilian mix, the 32 civilian positions previously converted in FY 84 were reconverted to civilian positions this past February. Actions are now underway to recruit for and fill these civilian recruiter vacancies.

The composite FY79 through FY 85 USAR recruiter workforce is depicted at Figure 1. It shows that while the total recruiter force remained relatively unchanged between FY 79 and FY 84, the civilian portion has declined significantly.

The challenge through 1989

The USAR authorized troop strength is projected to increase from 257,000 in FY 85 to 306,000 by FY 89. This is a nearly 20 percent increase in just four years, and it represents a significant recruiting challenge for USAREC.

USAREC plans to meet this USAR accession challenge both by making smarter use of existing USAR recruiting resources and by adding people and dollars to this mission.

USAR RECRUITERS -- FY1979-85★ (AUTHORIZED END STRENGTH)

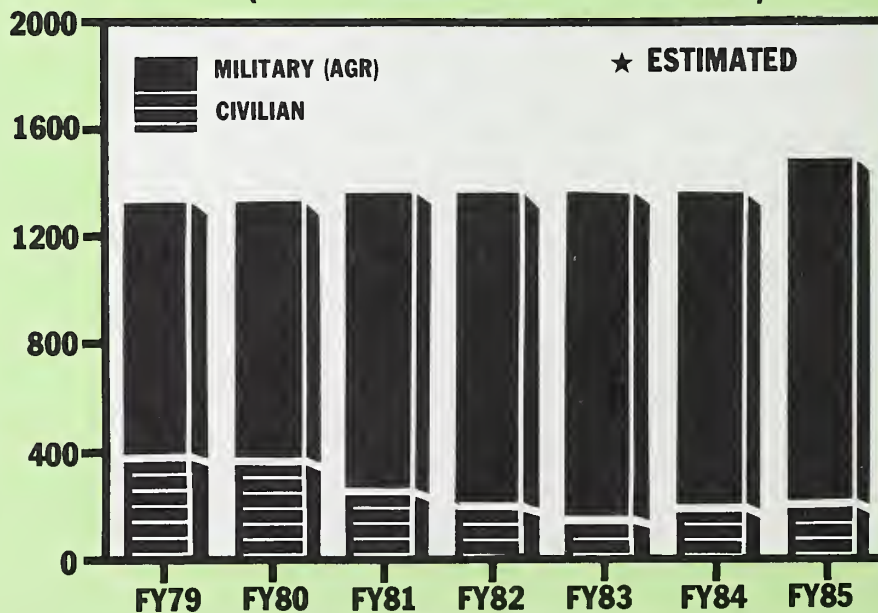


FIGURE 1

then and now

For example, Figure 1 shows that the USAR field recruiting force is programed to grow by 125 between fiscal years 1984 and 1985. The station-by-station distribution of these additional AGR recruiters is now being finalized.

USAREC was given authority to begin hiring and training these additional recruiters in FY 84. This will help ensure that the AGR recruiters will be fielded and on production by the beginning of FY 85.

THE DOLLAR RESOURCES: PROJECTED GROWTH THROUGH 1990

Approximately \$84 million will be obligated in FY 84 for the USAR mission. This amount includes about \$44 million for military and civilian pay expenses, about \$14 million each for such major dollar categories as enlistment incentives and advertising, and over \$10 million for recruiter support, which breaks down as follows:

Recruiter Support	\$ in millions
GSA vehicle leases	5.4
Applicant meals, lodging, travel	2.5
Recruiter travel	1.2
Computer support	0.6
Recruiter expense allowance	0.4
On-site recruiter training	0.2
TOTAL	\$10.3

As Figure 2 shows, this dollar amount will increase substantially between fiscal years 1984 and 1985. Total funding will rise from \$84.4 million to \$108.2 million. The largest portion of this increase is directed toward the military and civilian payroll costs associated with the increased numbers of recruiters. Additionally, there will be incremental growth in all other

USAR programs, including advertising, enlistment incentives, and recruiter support, to include computer support, training, and USAR recruiter aides.

The 20 percent growth in USAR authorized troop strength between fiscal years 1985 through 1989 also impacts on resources needed beyond 1985. The largest growth in USAR-dedicated resources may occur from fiscal years 1986 through 1990.

This past January, USAREC submitted its Program Analysis and Resource Review for these fiscal years to Headquarters, Department of the Army. This document requested almost \$150 million in additional USAR resources for those five fiscal years. Four components make up this total. They are:

- **Enlistment incentives.** USAREC asked for more than \$91 million for enlistment bonus and educational assistance funding. In addition, USAREC seeks increased flexibility in incentive programs. This includes authorizing incentives for three- and four-year enlistees, as well as providing combinations of cash bonuses and educational assistance.

- **Additional AGR recruiters.** Approximately \$33 million are tied to this initiative. If fully resourced, 240 more AGR recruiters will be authorized by FY 1990.

- **Advertising.** Slightly more than \$17 million in additional funds would be spent over five fiscal years. This advertising money would increase media exposure and complement the enhanced bonus program and educational assistance funding.

FISCAL YEARS 1984-85 DOLLAR GROWTH

FY1984 DOLLARS IN MILLIONS

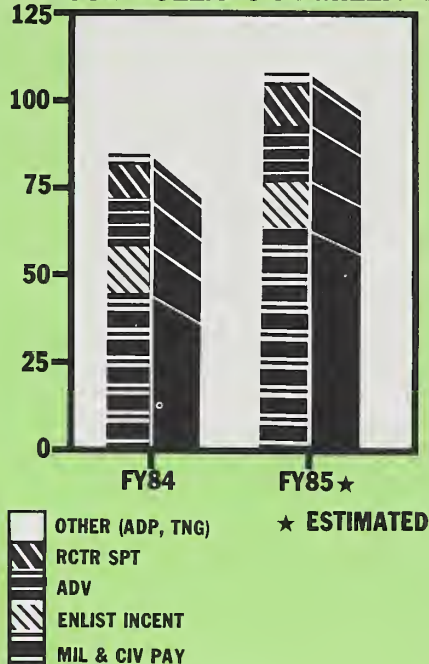


FIGURE 2

- **USAR market analysis.** This final initiative would cost about \$5 million. In funding the initiative's computer support and market studies components, USAREC would be able to more efficiently allocate USAR recruiters and evaluate the effectiveness of the USAR advertising program.

SUMMARY.

The proposed 20 percent increase in USAR authorized troop strength between now and fiscal year 1989 demands increased USAREC resources to meet the enlarged accession mission. And USAREC is applying an increasing number of both human and dollar resources to meet that mission.



Placing units is

by Maj. T. H. Reger
USAREC PAE

Contrary to popular belief, U.S. Army Reserve (USAR) units are not established and located as the result of a massive dart game. Decisions regarding USAR units are the result of a complex system that begins with identifying requirements and ends with force alignment on the basis of unit needs and market potential.

Requirement Identification

The first step to establishing and locating USAR units is called the Total Army Analysis (TAA). Conducted by Department of the Army, this review evaluates total force assets compared to force requirements for mission accomplishment. The result of the review and analysis is allocation of forces to the Regular Army, the Army National Guard and the Army Reserve.

Troop Action Guidance

After allocation has been made, the Office of the Chief, Army Reserve (OCAR) is responsible for developing the USAR force modification plan into a package called Troop Action Guidance (TAG). This package contains all potential unit activations, authorized level of organization (ALO) increases, and inactivations for a certain period of time, usually two years in the future.

The Troop Action Guidance plan is then passed to Forces Command (FORSCOM) for action. FORSCOM issues the package to USAREC, the FORSCOM staff and the Continental United States Armies (CONUSA) for their review, input and initial planning.

At USAREC, the Program Analysis and Evaluation (PAE) directorate conducts a macro, or national, market analysis. This analysis provides FORSCOM and CONUSA planners with the most up-to-date market information on a national level to aid them in their planning and decision making.

When the FORSCOM staff and the CONUSAs have reviewed the Troop Action Guidance plan and the macro market analysis, they provide input to FORSCOM with specific recommendations for implementing the actions proposed by the TAG plan. Figure 1 demonstrates this flow of information for decision making.

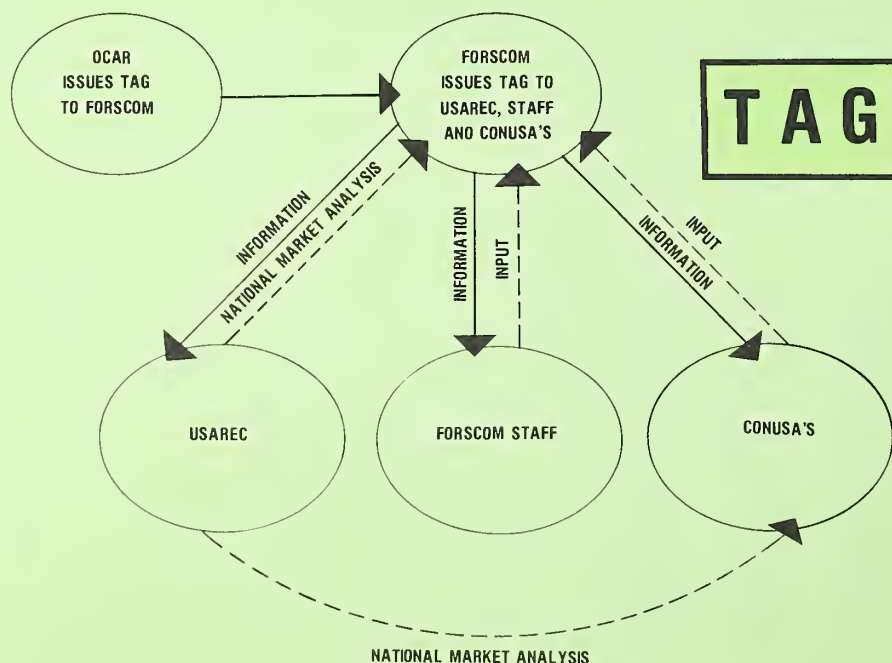
Troop Action Plan

When FORSCOM has reviewed all the recommendations for implementing the Troop Action Guidance, it prepares a final plan called the Troop Action Plan (TAP). This plan allocates specific force modifications to each CONUSA on a "fair share" basis. The CONUSAs then allocate proposed troop actions to the Major United States Army Reserve Commands (MUSARCs), and the MUSARCs identify specific unit action locations, or they target an existing unit for an authorized level of organization increase, type unit change, relocation, or inactivation.

The specific MUSARC proposals for units are then passed back to the CONUSA for concurrence. Before acting on the MUSARC proposals, the CONUSAs forward them to USAREC with request for a market supportability study. The study is conducted by USAREC PAE to ascertain whether or not a unit can be supported in the location specified by the MUSARC proposal. Figure 2 illustrates this flow of the Troop Action Plan.

Market Supportability Study (MSS)

The Market Supportability Study conducted by USAREC PAE contains a 14-point analysis in the following format:



a complex system

1. Unit designation: Name of USAR unit.

2. Location: USAR Center, city, state, zip code.

3. Type of action: Activation, reorganization, or relocation.

4. Major US Army Reserve Command: Major unit identification.

5. Authorized enlisted strength: E1-4 and E5-9 (only enlisted positions are considered by USAREC).

6. Type bonus authorized: (if any).

7. Military skill compatibility with market and other USAR units in the area: An analysis of MOS impact is performed.

8. Military available in the market area: Military available is defined as male, age 17-29. This figure allows computation of density (military available to support each enlisted authorization) and saturation (military available to support each USAR and National Guard enlisted authorization.)

9. Percent fill of other USAR units in the area: This gives an idea about how much can be expected to be drawn from the local population.

10. Supporting recruiting battalion: The recruiting battalion responsible for recruiting for the unit being analyzed.

11. Statement of recruiter support: An analysis of the number of recruiters required to achieve the desired results.

12. Estimate of the number of accessions into the unit per year: Based on current strength levels, future requirements are forecast considering attrition, recruiter production, etc.

13. Statement of market supportability for this troop action: USAREC hangs its hat on this statement. It comments on the results of the PAE

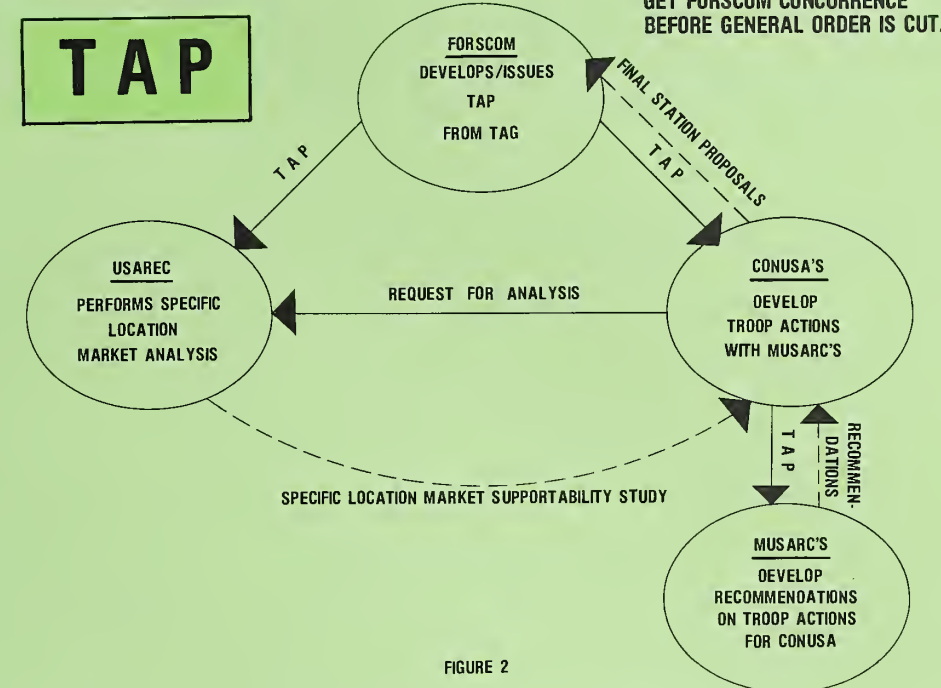


FIGURE 2

analysis after considering market available, density, saturation, input from the responsible recruiting battalion, and other information above. Most important, it is here that USAREC indicates agreement or disagreement. A disagreement or "nonconcurrence" will usually stop the proposed action.

14. Other comments: Unique comments that further explain a particular market.

When it receives this market analysis from USAREC PAE, the CONUSA considers all factors in the process, makes a final decision on the troop action, and forwards a specific recommendation to FORSCOM for concurrence or nonconcurrence. If FORSCOM concurs, the CONUSA then cuts a general order authorizing the desired action.

Unit establishment

The general order cut by a CONUSA authorizes a series of actions that result in getting the unit on its feet. These actions include providing personnel, equipment and facilities. USAREC's task then is to provide the soldiers to fill the established vacancies.

The first order of business for providing the troops to fill vacancies is determining the number of recruiters required to support a reserve center. It is done by a "smart" recruiter allocation model (RAM) which measures the number of existing vacancies, expected attrition and market factors, and then provides an estimate of the resources (recruiters) needed by a recruiting battalion commander to meet this mission.

Conclusion

Locating and establishing USAR units is far from a game of chance. It is a serious and complex system designed to assure that troop stationing actions are properly aligned with the market for each CONUSA on a fair share basis. USAREC's role in that task is critical.



Best leads are

by Capt. Vance Bradford
USAREC Recruiting Operations

First, provide the resources for reserve recruiting, then locate and establish the reserve units; next step: use the resources to fill the units with quality Army Reserve soldiers.

That process begins with leads; the best leads are quality referrals, and providing quality referrals is the primary purpose of two programs available to reserve recruiters: the Recruiting Man-Day Space Program and the Automated USAREC/USAR Referral Program.

USAR Recruiting Man-Day Space (MDS) Program

Through the Man-Day Space program, reservists are selected to participate in special active duty for training (SADT) tours for one to 10 days a month, but for not more than 30 days per fiscal year. In return for these special tours, reservists must actively work in one of eight recruiting MDS events designed to promote benefits of the Army Reserve, such as prospecting for leads, high school career days or logistical duty.

A joint FORSCOM/USAREC program, the MDS can begin with a visit to a reserve unit by a recruiter who explains the benefits and importance of the program and instructs interested reservists in application procedures, duties and responsibilities unique to the program.

Selected reservists must meet Army standards for personal appearance and weight (as specified in AR 600-9), and they are expected to conduct themselves in a professional manner. While on duty, they will be expected to:

1. Plan their time effectively.
2. Get names, addresses and phone numbers of persons interested in the Army Reserve.
3. Avoid negative comments about other branches of the Armed Forces.
4. Be polite when questioned about the Army Reserve.
5. Pass on information about Army Reserve benefits.
6. Contact assigned recruiters when there are questions concerning MDS assignments.

Reservists selected for the MDS program are not recruiters and will not perform duties normally assigned to recruiters. They generate referrals and are under the operational control of the recruiting battalion commander with an assigned recruiter to serve as supervisor.

The recruiter's role as supervisor is important. Recruiters must encourage their assigned reservists to actively seek referrals. This can be done by showing them useful techniques and tools of the trade that help explain opportunities and benefits of the Army Reserve.

Planning is as important to success of the program as selection of the reservist and supervision. To take advantage of the Special Active Duty for Training (SADT), the following time schedule must be planned for:

30 days prior to the tour — the recruiting battalion must request personnel support for recruiting SADT tours.

25 days prior to the tour — the selected USAR unit member must complete and submit an application for active duty training to the battalion (DA Form 1058-R, Aug 83).

14 days prior to the tour — the recruiting battalions will ensure that the application forms are complete and accurate before sending them to the recruiting brigades.

Recruiting MDS orders are prepared and distributed by the recruiting brigades based on the information provided from the application.

When reservists are selected and orders are approved and distributed, they must receive at least one copy of the SADT orders, an evaluation report (USAREC Form 556) and a supply of REACT cards (USAREC 200-2B).

At the completion of each recruiting SADT tour, the selected reservists complete and return an evaluation report (USAREC Form 556), along with all the completed referral cards, to the assigned recruiter or station commander for verification. Disposition of these cards and forms is explained in USAREC/FORSCOM Reg 601-72, 26 Jul 83.

Setting up SADT tours also requires cooperation. It's not possible for USAREC to execute the program without assistance of USAR units, because the units provide needed personnel and support to execute the events. It is important for recruiting battalions to coordinate and receive support from respective MUSARCs when planning and executing the recruiting MDS program.

quality referrals

In addition, the forum for planning these events should not be limited to USAR Recruiting Partnership Council (USAREC/FORSCOM Reg 140-1, 27 Sep 83). Frequent and maximum representation is encouraged between the Army Reserve and the Recruiting Command to discuss various recruiting events that will benefit the Army Reserve.

Planning for the events should take into consideration that the fourth quarter of each fiscal year is normally an active period for the MDS program, and proper use of recruiting MDS resources should be planned for in the other quarters. To help minimize the fourth quarter "crunch" with the program, various recruiting MDS activities should be planned throughout the year. One suggestion is to designate certain months for specific recruiting events, such as October or November as USAR "open house" events for high school juniors and seniors.

Careful planning of events and selection of reservists will lead to successful SADT tours — and to quality referrals.

Automated USAREC/USAR Unit Referral Program

Another unique way of providing quality leads to the recruiting field force is the Automated USAREC/USAR Unit Referral Program. As part of the REACT, Rapid Electronic Advertising Coupon Transmission system, unit referrals are those leads submitted by reserve unit members.

The two basic goals of the program are:

1. To use the referral system as a tool to improve the strength posture of the USAR Troop Program Units (TPU),

2. To reduce or eliminate many manual administrative requirements.

Command emphasis is required to ensure that referrals receive desired information about enlistment into the reserve. Unit level support can include having the prospect attend a unit drill and meet with other USAR members. This will encourage unit participation in the referral program.

USAR unit members are given a supply of REACT Unit Referral Input Cards (USAREC Form 200-2D) for the purpose of seeking potential prospects to join the Army Reserve. Once the Unit Referral Input Card is completed by a USAR unit member, it is mailed to the USAR Referral Center at Clifton, N.J., for processing. There the cards are keypunched and processed on two-part management cards (USAREC Forms 200-E and 200-F) and mailed to the recruiting stations based on the ZIP mailing codes of the referrals.

The two-part management cards indicate the USAR units making the referrals and give suspense dates for recruiters to report back to the USAR Referral Center on the status of the recruiters' efforts to contact the referrals. Dispositions of the referral cards include: 1) ineligible/disqualified,

- 2) not interested, 3) unable to contact, 4) enlisted Regular Army, and 5) enlisted Army Reserve.

All USAR unit address changes must be sent through appropriate USAR channels. Each month the USAR Referral Center receives from the Reserve Components Personnel Administration Center (RCPAC) an updated computer tape containing all unit designations and addresses. The Center is only a user of the tape, and does not make any address changes or corrections. If USAR units are in need of Unit Referral Input Cards, the unit representatives can forward their requests to USAREC, ATTN: USARCRO-PP, Fort Sheridan, IL 60037. The requests must include unit designation and address.

While these unit referrals constitute about three percent of all the leads generated by the REACT Center, they are nevertheless invaluable to the recruiter for several reasons.

First, the prospects or lead data are usually correct and complete because the reserve members have, for the most part, talked with the interested individuals. Second, the prospects have expressed interest in the Army Reserve.

These leads convert at a very high rate when compared to other types of lead programs. The Unit Referral program typically has a conversion rate of three or four times the rate of the regular leads.

The Man-Day Space program and the Automated USAREC/USAR Unit Referral program are tools designed to assist recruiters in meeting their USAR missions by providing quality leads. They can help USAR recruiters provide the strength to build a better Army Reserve.

hints for --- Providing the Strength

... FROM A STRENGTH MANAGEMENT OFFICER

by Maj. Ross Ballou
USAREC Recruiting Operations

Currently the Deputy Chief, Plans and Policy Division, Recruiting Operations, USAREC, Lt. Col. William F. Anderson, III, served more than two years as Strength Management Officer (SMO) for the 122d Army Reserve Command (ARCOM) in North Little Rock, Ark. He was interviewed by Maj. Ross Ballou of USAREC Recruiting Operations about ideas and programs that can improve the recruiter's relationship with the Troop Program Unit (TPU). The following review is a result of that interview.

REFERRALS. Act quickly to get referrals! They are the best source of fill for units because the TPU members pick people with whom they want to serve.

To get referrals, recruiters should ask unit commanders to provide time during unit training schedules for the recruiter to address the unit on prequalification. Recruiters who are not receiving referrals from their TPU should communicate with the unit. If that approach is unsuccessful, then the matter should be referred through the chain of command to get assistance from the Major U.S. Army Reserve Command (MUSARC) strength management officer.

AUTOMATED UNIT VACANCY SYSTEM (AUVS). The most beneficial

assistance the TPU commanding officer can provide his supporting recruiter is to ensure that all known and projected vacancies are reported, by actual MOS and grade, to the MUSARC strength management officer for placement on the automated unit vacancy system.

Review of Partnership Council minutes throughout CONUS reveals that many bona fide recruitable vacancies are not being made available to the recruiting force on the AUVS. Overcoming this problem requires open communication between the recruiter and the supported units, as well as between the recruiting battalion operations and the SMO of the supported MUSARCs.

MAN-DAY SPACE PROGRAM. The Man-Day Space program can be used in several ways, such as booths at county fairs, medical aid stations at shopping centers, other manned displays at shopping malls, recruiting drives and recruiter support.

Proper planning will provide ample lead time to pick the right reservists for the job, request appropriate ad-

vertising, and receive orders.

When planning a Man-Day Space program, consider the variety of reserve units available and then talk with the TPU commander to build a program. When properly planned and executed, the MDS program will result in immediate enlistments and establish a reservoir of potential enlistments for the months ahead.

RECRUITER PARTNERSHIP COUNCIL (RPC). The councils are an excellent forum for the recruiting battalion commanders, their staffs, unit commanders and MUSARC strength management personnel to openly discuss mutual issues. It is not a place to bring up routine problems that can and should be resolved at a lower level.

The RPC is a good means for the MUSARC commanding officer or his representative to keep abreast of the needs of the recruiting battalion which supports him, and vice versa.

NEW OPTIONS. To enhance various options available to prospective USAR members, recruiters should consider two new options: the **Selected Reserve Incentive Program** (SRIP) and the **Prior Service Training** (PST) program.

The SRIP test, which began this past March, allows qualifying individuals in certain units to receive a cash bonus of \$1,000/\$1,500/\$2,000 in lump sum payment upon completion of advanced individual training and award of MOS. It includes several units not before authorized a bonus. Paperwork for

bonus payments is submitted by TPU personnel when the individual has returned from advanced training. The cash bonus for all priority one and two units within the control cell and the test cell was increased from \$1,500 to \$2,000. The cash bonus for priority three and four units in the test cells was increased from \$1,500 to \$2,000.

The Prior Service Training Program allows for formal MOS training of an individual to meet the vacancies on the AUVS. The program accomplishes two things: First, it provides the reserve unit with a mobilization asset when the individual has completed advanced training. Second, it allows the recruiting force to enlist into a TPU a prior service individual who is otherwise not MOS qualified. The program allows most individuals to participate in the loan repayment program provided they enlist/reenlist for six years (in a designated MOS) and meet all other requirements.

SUMMARY. Anderson's final hint for USAR recruiting success was to suggest that newly assigned recruiting battalion personnel, from recruiter to battalion commander, visit the headquarters they support during a training assembly. Such a visit, he said, would provide recruiting personnel with a working knowledge of the various types of units they support.

"Having been an SMO for more than two years, and from my assignment with USAREC for 10 months," Anderson concluded, "I am more convinced that, for reserve units and the Recruiting Command to be successful in our mutual mission of quality accessions, open communication and mutual support at all levels are imperative."



... FROM A TOP RECRUITER

by Tom Kennedy
A&SP, Minneapolis Bn

Michael D. Olson has been a civilian USAR recruiter at St. Cloud, Minn., since February, 1982. He earned the recruiter ring last July and was selected as USAR Recruiter of the Year for the Minneapolis Battalion in FY83. In an interview with Tom Kennedy of the Minneapolis Battalion Advertising and Sales Promotion shop, Olson shared some hints for providing the strength to the USAR.

Q: Although one of the goals is to bring each reserve unit up to full strength, doesn't the lack of available slots present a problem to those who may want training in a certain specialty, Mike?

A: I work closely with the units to see that we don't lose prospective applicants simply because certain slots are not available at the time. Units do maintain an overstrength in most MOSs, especially in the high-skill positions such as medical specialists. Units do maintain a list of pending losses, so I try to build where the losses are projected.

Q: What type of advertising has been the most productive in your area?

A: We have been provided advertisement in several papers in this area, as well as radio spots and billboards. However, two papers have been most beneficial to me. The local sportsman paper and the local university paper.

The sportsman paper reaches a large number of people, particularly in the spring and fall, during fishing and hunting seasons. I like to see prior service ads as well as those dealing with educational benefits in this paper.

The university paper has been an excellent media for reaching the students and explaining the various educational assistance programs. I cannot overemphasize the value of these college ads. I have people calling me right off the ads inquiring about the educational bonus and the loan repayment program. Of course, the fact that I previously served as the college recruiter at the school certainly helps. As you can tell, the printed media works best in my area.

Q: You have a matrix mission each month. How do you reach this market so you can satisfy the matrix?

A: Whenever you over-produce, you are always going to fill the matrix requirements and everything will fall into place. The prior service market is always there. Because of my background as a Regular Army recruiter in this area, I can always contact the veterans I put in the Army in the past.

As for the females, there are many of them interested in the reserves. My only problem is the lack of vacancies for them in the predominantly combat-type units in my area. They must be willing to drive some distance to attend meetings and this travel does present some problems to them. That is all part of the sales technique — how you present it and how you show them how their goals can be satisfied by joining.

Q: Each successful recruiter seems to have unique methods of dealing with people. What are yours?

A: I try to tailor my presentation to coincide with prospects' goals — not necessarily their immediate goals, but goals perhaps one or two years down the road. If the prospects are in college or are college-bound, the goals may be

even more distant. Whatever the status of the applicants might be, recruiting involves tailoring a program to meet their needs and showing them how membership in the reserves will help them reach their goals.

By enthusiastically and sincerely showing the applicant how the reserve can be of assistance, you will be rewarded for your efforts as a recruiter. When you get those satisfied customers in the units, they will always provide referrals. Most people I put into the units have referred someone, either for the Regular Army or for the Army Reserve.

Q: What Army benefits and programs have been most beneficial to you in your recruiting efforts?

A: The bonuses that are available. Money for college and the loan repayment program seem to create the most interest, especially for college freshmen. School expenses are increasing, and students need the money.

Also, just the participation factor, whether it is participation in biathlon, cross-country skiing, or any other unit activity, the members enjoy this type of activity. Just recently a person wanted to become a commissioned officer through ROTC and go on to special forces training. I was able to tailor a program for him showing that it could happen, especially with his fine qualifications.

Q: What elements do you feel are most important to becoming a successful recruiter?

A: Believing in what you sell — believing in the Army Reserve program — being positive, with proper attitude, motivation and sense of urgency. Many applicants don't realize or feel any urgency. If you have the proper enthusiasm, motivation, and express an urgency, this feeling will usually be transferred to the applicants. They

will then respond positively and without hesitation in all phases of enlistment processing once they decide to join. Since I don't like to lose qualified applicants, I try to show enthusiasm so the prospect doesn't become too complacent and lose interest.

Another thing. If the prospect is not at home when I call, I talk with anyone available, preferably the parents. The value of influencers should not be underestimated.

Q: Mike, I know you must devote many long hours and extended work days to meet the demands of your job. How do you divide your time to lessen the impact on your family?

A: The key is time management. Make your working hours as productive and meaningful as possible, then there should be time for your own personal activities and time with your family.



Solve your problems with training

by **Sammie Moneyhun**
A&SP, 5th Recruiting Brigade (Southwest)

The problem faced by 5th Recruiting Brigade (Southwest) was to accomplish an Army Reserve mission increased by 30 percent with a largely inexperienced field force and insuring that the recruiters were as prepared as possible.

Solution to the problem? **TRAINING.**

Captain Windall Couch, Master Sgt. Robert Beard and Sgt. 1st Class Carlos Cadena of the 5th Brigade recruiter training section were designated to provide the most effective and time efficient training program possible. They established a schedule and conducted comprehensive one-day training sessions in 11 locations over a six-week period.

Attendees at each session included all company commanders, first sergeants, recruiter training NCOs, station commanders and USAR recruiters. Each class was divided into two groups: "A" group, recruiters; "B" group, leaders.

Instruction for both groups began with a diagnostic test on USAREC Reg 350-7. According to Couch, "the test is given to show individuals their current level of understanding of the regulation and its changes. It generally shows that many are not as familiar with it as they thought. It establishes a common ground, a beginning point for the class to start."

Instruction continued with training in prospecting critical markets, time management, evaluation and utilization of Recruiter Basic Management System/Recruiter Station Management System (RBMS/RSMS), and mission accomplishment planning techniques. "It is extremely important, because of the higher mission requirements, that the field force use its time and available assets wisely," said Couch.

"We teach the basics in order to

effect the work ethic. It is critical that all understand the amount of training and effort necessary to accomplish their missions," added Beard.

The remainder of the instruction for both groups centered on high school programs, and developing and maintaining rapport and referral programs with the local USAR units. "Various programs and methods in the battalions can be used to ensure the effectiveness of referral programs," according to Couch. "The need is to standardize these programs so that all in the chain of command will have a good understanding of them and will be able to interact with their USAR counterparts."

The "B" group, consisting of company management teams and station commanders, received a block of instruction on the responsibilities of

the chain of command in USAR mission accomplishment. "We stress the philosophy that a recruiter is a recruiter — that there is no difference between Regular Army and Army Reserve recruiters, except for certain selling options and programs." Couch went on to elaborate that this segment stresses "the leaders' role, which is to identify trends, good and bad, throughout their area; to train others, and to be pro-active rather than reactive managers."

The goal of the training program was for it to become the cornerstone for battalions to build on with their own programs at the battalion, company and station levels. It was the beginning of more comprehensive, consistent training programs throughout the 5th Brigade. Ultimately, it will lead to better recruiting.



Ultimately, good training leads to better recruiting.

Advertising affects

by Maj. Dick Bielen
USAREC A&SP

Advertising for the U.S. Army Reserve (USAR) can be found in magazines and newspapers, in the mail and in brochures, on billboards, radio and recently, again on television. There is a USAR presence in high schools through such successful programs as the Scholar/Athlete Award and the "Seven Basic Skills of Wrestling" video tapes and booklets. And you will always see the tag line, "Be All You Can Be" on USAR advertising.

In many ways, advertising for the Regular Army and the Army Reserve is similar. However, there are some important differences between the USAR and Regular Army advertising efforts.

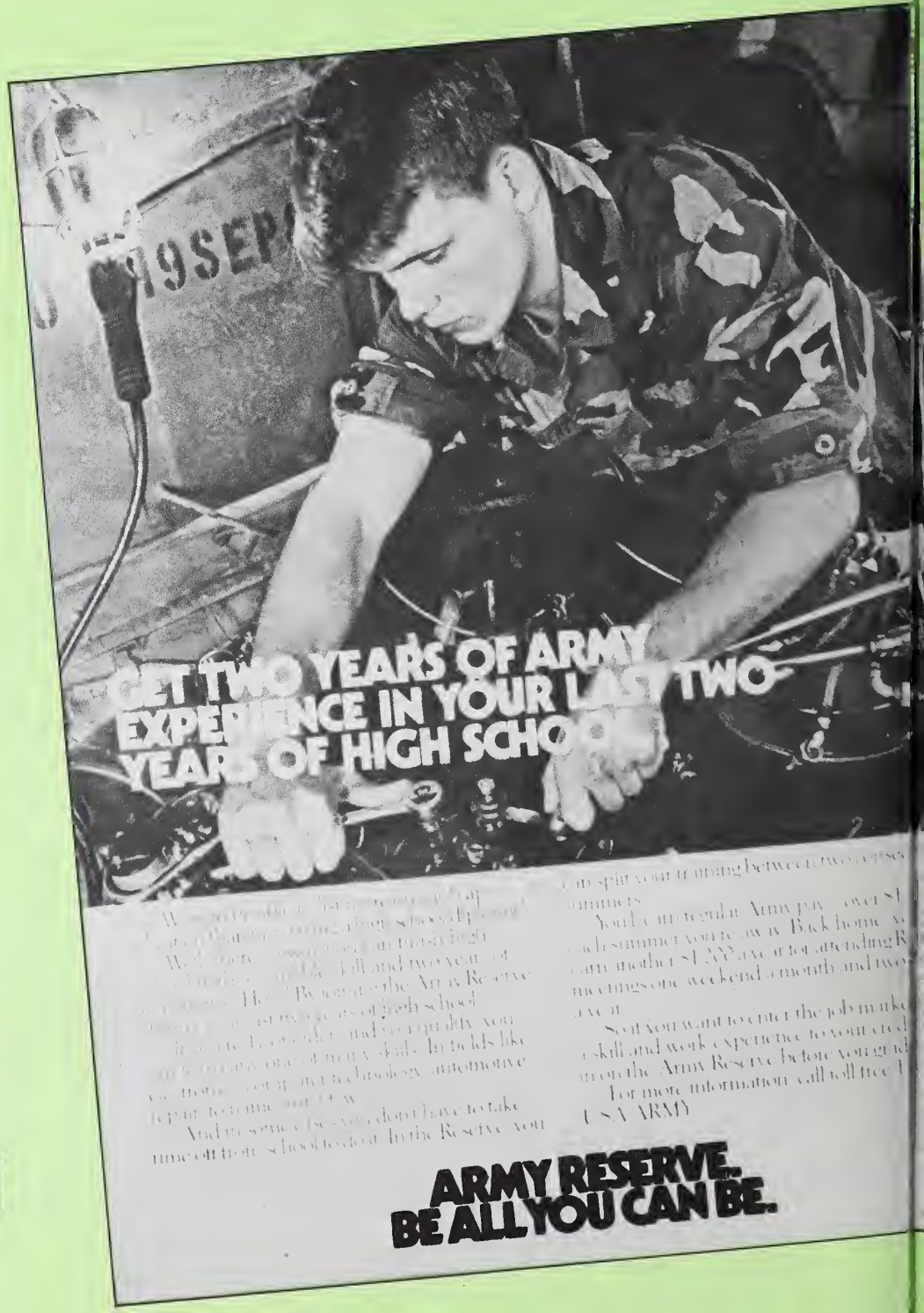
For example, because of the split training option, some USAR ads are directed to high school juniors who are eligible to attend basic training between their junior and senior years.

Another difference between advertising for the Regular Army and the Army Reserve is the sizeable USAR ad effort aimed at active duty members who are about to return to civilian life. Civilians with prior service in any of the military services will also find advertising directed at them for possible USAR enlistment.

Research has indicated that an important reason young men and women are attracted to the USAR is the opportunity to do something unusual one weekend a month. That opportunity is now reflected in many USAR ads and publicity items, but not at the expense of the educational benefits or the opportunity to learn a new and rewarding skill available through the USAR.

In addition to USAR recruiting advertising, USAREC is also responsible

BE ALL YOU CAN BE IN



attitude, behavior

THE ARMY RESERVE

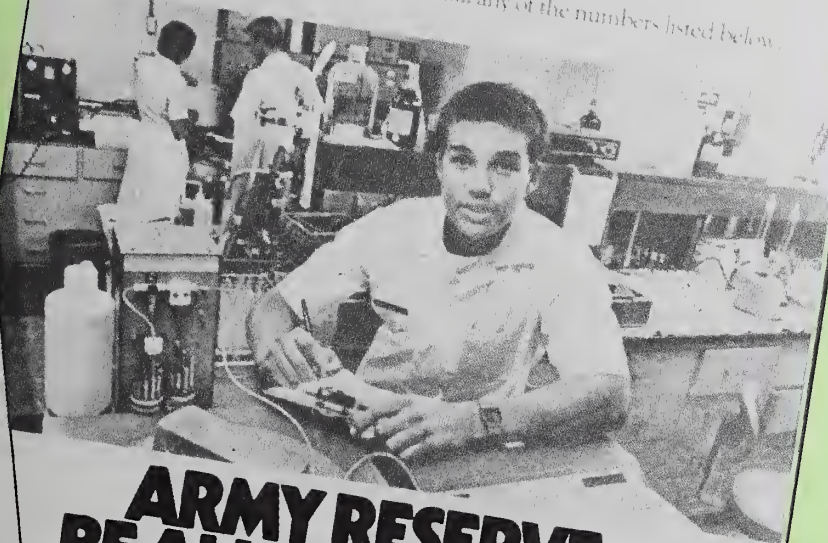
MAKE \$12,200 FOR COLLEGE WHILE YOU'RE GOING TO COLLEGE.

Want a part-time job that doesn't hurt your grades? Or campus life? Give your local Army Reserve unit a weekend a month and a couple of summers during college, and they'll give you over \$12,000 for college.

Up to \$4000 in college aid is yours just for joining most units. Another \$6000 for four years of monthly weekends and two-week summer stints. Plus over \$2,200 that you'll earn during two summer training periods. All while you're getting the most out of college. And doing the most you can part-time for your country.

You don't have to wait for college to join the Army Reserve. If you're 17 or older and a junior or senior in high school, join us now! There's no better part-time job in town.

Interested? For more information, call any of the numbers listed below. Or stop by.



ARMY RESERVE. BE ALL YOU CAN BE.

for a sizeable advertising effort in support of FORSCOM's USAR Strength Maintenance Program in Troop Program Units. Retention advertising attempts to make individual reservists and their families aware of the benefits of continued membership. That same advertising also attempts to develop an awareness of the USAR and the role of the reservist in the local community.

Heavy use is also made of direct mail and retention publicity items in retention advertising. Some billboards are used, as well as free, public service television and radio announcements.

In the months ahead two significant projects will be added to the USAR recruiting advertising effort.

One is a new, 30-second USAR TV commercial that has been produced and used in ten selected markets in early April. As additional funds become available, the spot will be aired again, hopefully in other markets as well.

The second project is a new direct mail concept. It's called Local Unit Direct Mail. We will be able to mail to prospects living within a 35 mile radius of a reserve center some very specific information about MOS vacancies in units located at that center. The prospect will be able to check off those specialties he is interested in learning more about. The response card will enter the REACT system. Present plans call for some limited tests of this mail concept in selected markets only. Expansion of the concept will depend on the test results and estimated costs.

The Army Reserve uses a wide range of communications vehicles to affect the attitude and behavior of both non-prior service and prior service prospects as well as their centers of influence.

OUR BIGGEST CHALLENGE COMES WITH A \$2,000 BONUS.

You have to be pretty special to be an Infantryman. It takes a combination of stamina, agility, courage and resourcefulness. If that description fits you, then you'll want to look into the Army Reserve. You serve one weekend a month and two weeks annual training with your local Reserve unit, earning over \$1,200 a year to start. Plus the \$2,000 Bonus when you enlist. If you want a challenge, stop by or call.

**ARMY RESERVE.
BE ALL YOU CAN BE.**



October

Sports Illustrated
Inside Sports
Sporting News Year Book (College and Pro Basketball)
Motorcyclist
Science Digest
High Fidelity
Army Times
Stars & Stripes
Ebony
Jet

November

TV Guide
Sport
Sports Now
Sports & Field
Army Times
Caminos

December

Record
Inside Sports
Motor Trend
Motorcyclist
Science Digest
Popular Mechanics
Selecciones:
Reader's Digest

1984 print as calendar for the remainder of calendar year 1984.

June

Sporting News Year Book (College and Pro Football)
Stars & Stripes

July

Army Times

August

Newsweek
Sports Illustrated
Army Times
Stars & Stripes

September

TV Guide
Sport
Inside Sports
Hot Rod
Motor Trend
Field & Stream
Omni
Popular Mechanics
Army Times
Stars & Stripes

THE ARMY RESERVE GIVES YOU AN EDUCATION AND HELPS PAY FOR ONE, TOO.

ARMY RESERVE. BE ALL YOU CAN BE.



USAR lends a hand

by Sgt. 1st Class Ron Staszczuk
Newburgh Rctg Bn

What happens when the Fair Lawn Recruiting Company, Newburgh, N.Y., Recruiting Battalion, has a DEP function?

1. It benefits the Regular Army and the Army Reserve.
2. It keeps DEPs interested.
3. It helps USAR drill instructors maintain proficiency as instructors.
4. It prepares DEPs for basic training and their future in the Army.

Fair Lawn's DEP program is called "Pre-induction Active Duty Training," and it is conducted at the Alexander Hamilton USAR Center, home of the 1st, 2d, and 3rd Battalions, 310th Regiment, 2d Brigade, 78th Division (Tng), in Lodi, N.J.

Once a month during drill weekends, Capt. Bernard Schonefeld, commander of the Fair Lawn Company, arranges for his company's DEPs to meet at the reserve center. There, the new enlistees, usually about 60 of them, receive classes in military customs and courtesies, drill ceremonies, first aid, and other subjects they will be learning in basic training. The program

isn't quite like basic training, but is an informative presentation on selected subjects given by platform instructors.

For example, during a recent DEP training session, the training officer, the company commander and drill sergeants of Company A, 3d Battalion, 310th Regiment, USAR, conducted their drill weekend instructing new enlistees.

The DEPs were divided into three groups. Sergeants Kenneth Nero and Eddie Davis taught stationary movements, introducing the future soldiers to military drill and ceremonies.

Sergeant 1st Class Bernard Washington taught first aid and treatment of various types of burns. He was assisted by Staff Sgt. Alvin McCarthy, a full-time Palisades Parkway police officer who was recently reassigned to the unit. McCarthy presented a class on the correct procedures and importance of cardiopulmonary resuscitation (CPR).

The unit training officer, 2nd Lt. Allen Barnes, introduced DEPs to the M17A1 protective mask, including its proper use and wear. The enlistees then donned their own protective masks.

The Uniform Code of Military Justice (UCMJ) was introduced by Capt.

Ross Auteri, Company A Commander, who explained the difference between the UCMJ and the civilian justice system. He also explained military organization — the battalion, the company, the platoon and the squad — their size and their relationship to mission involvement.

During another DEP training session, the enlistees received a class on operation and disassembly of the M16 rifle.

The pre-induction active duty training program was originated by Capt. Richard Rein, commander of Company C, 1st Battalion, and his cadre. They spent many hours designing a program that would both familiarize DEPs with techniques for basic training and assist the drill instructor cadre in maintaining proficiency as platform instructors.

From the standpoint of Fair Lawn recruiters, the program is successful. "You have to maintain the recruit's interest in going into the Army," said Schonefeld. "You must show them that you care by preparing them as much as possible for their future. We are very fortunate to have the cooperation and support of the 310th Regiment and the reserve center in assisting us with that mission."





Army recruiter Staff Sgt. Bruce Quickel (left), Air Force recruiter Staff Sgt. Bobby Andersen, and Navy recruiter Electrician's Mate 1st Class Tony Sedivec join host Dr. Abraham (Al) J. Cohen on a television talk show.

GUESTS ON A RECENT TELEVISION TALK SHOW, an Army, an Air Force and a Navy recruiter, discussed military opportunities available to high school seniors and graduates.

Army opportunities were presented by **Staff Sgt. Bruce Quickel** of the White Plains, N.Y., Recruiting Station, who highlighted the Army College Fund and the importance of a high school diploma.

Hosted by **Dr. Abraham (Al) J. Cohen** of the White Plains, N.Y., public schools, the show aired on local cable public service television every afternoon and every evening for a week.

Topics discussed by the recruiters included recruiting in general, qualification for enlistment, guarantees, basic training, college while on active duty and financing for college after discharge. (Sgt. 1st Class Ron Staszczuk, Newburgh Rctg Bn).

FIRST IN THE NATION this year to receive the U.S. Army Reserve National Scholar/Athlete Award were two students from Alabama.

Cynthia Hightower and **Mike Hickman**, students at Beulah High School in Riverview, Ala., received their awards in special ceremonies at the school from **Lt. Col. Nick Nichols**, commander of the Montgomery Recruiting Battalion and **Staff Sgt. Mary Still**, reserve recruiter.

Hickman, 17, has a grade point average of 3.6 and is active in track and football. Hightower, 15, excels in

volleyball, basketball and track and has a 3.4 scholastic average.

The Army Reserve sponsors the National Scholar/Athlete Award as part of its commitment to the academic and physical well-being of the nation's youth. (Montgomery Rctg Bn).

TAKE ONE PINEAPPLE, some orange slices, a colorful dip, and a creative chef and you have the ingredients for a successful TAIR project.

A bird sculpted from an apple, centerpieces from melons, cucumbers and avocados, and icing rosebuds were among the incredible edibles created by **Chief Warrant Officer Sammie L. Brunson** and **Spec. 4 Dennis H. Carroll** of the 7th Infantry, Fort Ord, Calif., during their tour of home economics classes in schools throughout the Portland Recruiting Battalion.

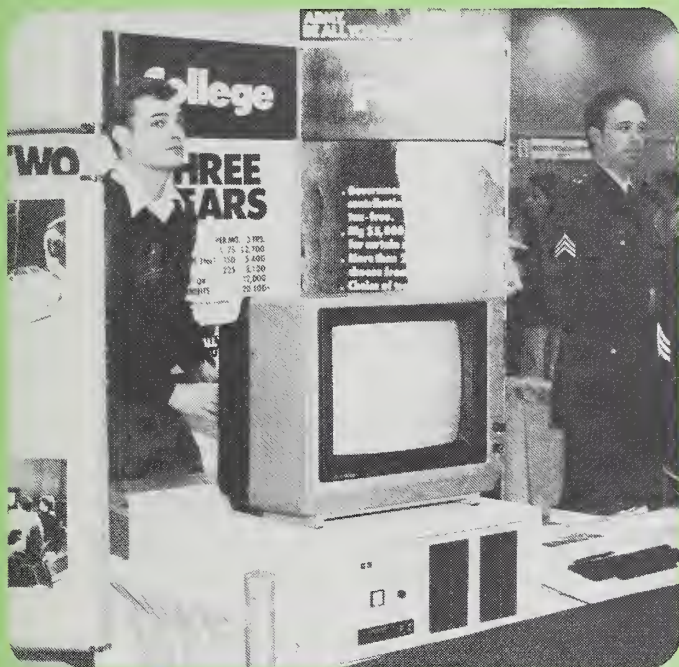
During a visit to Sherwood High School in Sherwood, Ore., Brunson jokingly introduced **Staff Sgt. Preston Crowder** of the Beaverton, Ore., recruiting station by saying that it was necessary for a recruiter to be present that day because "recruiters make great dishwashers and good tasters."

Following the demonstration at Sherwood, the students and teacher asked many questions about training for food service and about the background of food service technicians.

Brunson ended the show by announcing that all the food not eaten must be destroyed. Not much was destroyed. (Maureen Meisner, Portland Rctg Bn).



Chief Warrant Officer Sammie L. Brunson (front) and Spec. 4 Dennis H. Carroll prepare edible centerpieces during a TAIR project in the Portland Recruiting Battalion.



Staff Sgt. Craig Clemens (left) and Sgt. Byron Guy of the South Side Recruiting Station, Pittsburgh Battalion, man the JOIN booth at the "Annual National Pittsburgh College Fair."

THE ARMY COLLEGE FUND and the Joint Optical Information Network (JOIN) were featured at the recent "Annual National Pittsburgh College Fair" held at the Pittsburgh Convention and Exposition Center.

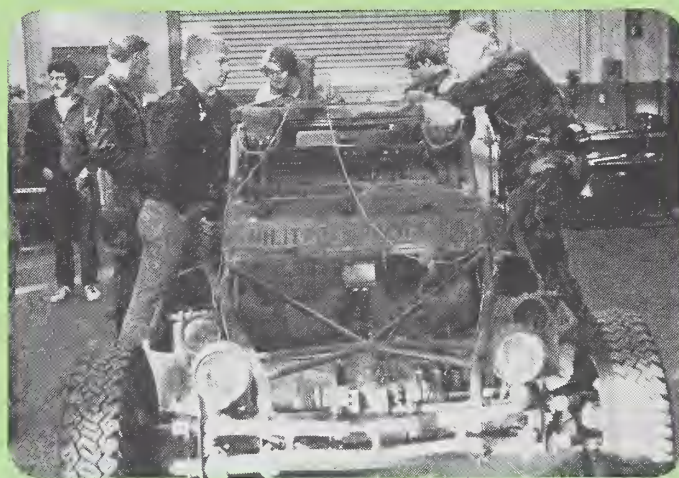
Of the more than 20,000 high school juniors and seniors who attended, more than 500 expressed an interest in hearing more about Army job opportunities and benefits. (Jim McCarthy, Pittsburgh Rctg Bn).

"WE WERE VERY PROUD AND ELATED," said Master Sgt. Claude Lee, Jr. about his son's Presidential Nomination to the U.S. Military Academy at West Point, N.Y.

Claude Lee III will graduate in June from Thornridge High School at Dolton, Ill., where he was a member of the National Honor Society, the International Thespian Society for drama, the National Forensic League for public speaking, and the football team.

The Lee family has a background of service to the Army. Master Sgt. Lee is a senior guidance counselor at the Chicago MEPS, Mrs. Lee served as an Army telecommunications specialist, and Mrs. Lee's father is a retired Army sergeant first class.

At West Point, Lee plans to pursue a degree in electrical engineering, and a law degree thereafter. (Leonard J. Busen, Chicago Rctg Bn).



Sgt. 1st Class Dennis Ingham (above) and Pfc. Hugh Haines (below) of the 9th Military Police Company, 9th Infantry Division from Fort Lewis, Wash., explain the operation of the Fast Attack Vehicle (FAV) to students at Lake Washington High School in Bellevue, Wash. The FAVs were part of a display arranged for students at the high school by Seattle Recruiting Battalion. (Photos by Bill Pearce, Seattle Rctg Bn).





Howard Brock, former All-American long distance runner and Modern Pentathlete, and former Olympic contender Staff Sgt. Gina A. Jackson demonstrate relay techniques at a San Antonio track and field clinic.

FORMER OLYMPIC CONTENDER Staff Sgt. Gina A. Jackson of the McCreless Recruiting Station, San Antonio Recruiting Battalion, demonstrated her championship running form at a track and field clinic held in San Antonio, Texas, recently.

Jackson shared her knowledge of Olympic training techniques in relay, long jump and 200 meter sprint. Also demonstrating their individual specialties and training techniques were two members of the Modern Pentathlon team at Fort Sam Houston: **Howard Brock**, a former All-American long distance runner, and **Tim Taft**, a pole vaulter and current Olympic contender.

The clinic, first of its kind to be held in the San Antonio area, challenged all present to "Be All You Can Be." It was attended by more than 220 athletic directors, coaches and other guests from San Antonio and neighboring communities. (Patricia S. Davis, San Antonio Rctg Bn).

HUSBAND AND WIFE RECRUITERS Sergeants 1st Class Shelva and Ingeborg Conley each recently amassed 300 production points on almost the same date to qualify for their Gold Badges.

Three weeks after receiving her Gold Badge, Ingeborg was assigned commander of the Chimney Rock Recruiting Station in Houston. Shelva is commander of the Northshore Recruiting Station also in Houston.

Both recruiters plan to remain in recruiting, and both are working toward more recruiting awards. "We get good advice from each other," said Ingeborg. (R. L. Smith, Houston Rctg Bn).

THE PUBLIC WAS INVITED to participate with Regular Army and Army Reserve personnel in four Job Fairs organized and conducted by the Dallas Recruiting Battalion.

Located in shopping malls, the job fairs demonstrated a number of Army opportunities. Nurses of the 94th General Hospital (USAR), Mesquite, Texas, assisted by DEP enlistees, took blood pressure readings; recruiters demonstrated the JOIN, and Army personnel made and distributed dog tags and provided parents with fingerprints of their children.

While additional time and study are needed to thoroughly evaluate results, the Dallas Battalion has obtained more than 175 firm leads (appointments) from two of the job fairs. (Jim Alexander and Shyree Latham, Dallas Rctg Bn).



Taking blood pressure readings was one of the services offered at job fairs conducted in shopping malls by the Dallas Recruiting Battalion.



Roy Alisoglu, left, a 1983 graduate of Saginaw Valley State College, was sworn into the Army Nurse Corps and accepted his commission after a two-day orientation tour of Fort Campbell's medical facilities. Alisoglu and Sandy Egloff (right) were two of 30 student and registered nurses who attended the TAIR program at Fort Campbell, Ky. (Pvt. 1st Class Alfred Muzer and Spec. 4 James Mitchell, Fort Campbell Public Affairs Office.)

LITTLE DID TWO RECRUITERS KNOW the impact of the impression they made on a 16-year-old Columbus, Ohio, youth.

Jon Rogers, a senior at Brookhaven High School, was pulled out from under an overturned car about a year and a half ago by **Sgt. 1st Class Fred W. Chrisman** and **Staff Sgt. Paulette Merrell**.

When Rogers recently enlisted in the Army, he credited his decision to the impression made on him by the two Army recruiters. "If it hadn't been for them, I probably wouldn't be here today," said Rogers. "I owe them my life." (Sgt. 1st Class Jaime Cavazos, Columbus Rct Bn).

WITH THE HELP OF ARMY RECRUITERS AND FORT DEVENS, a radio station in Boston collected nearly 40 tons of clothing to distribute to New England's needy families.

When **Dave Maynard**, a Boston disc jockey, decided to "combine a good deed with some spring cleaning" by having a clothing for the needy drive, the Army was called in to help.

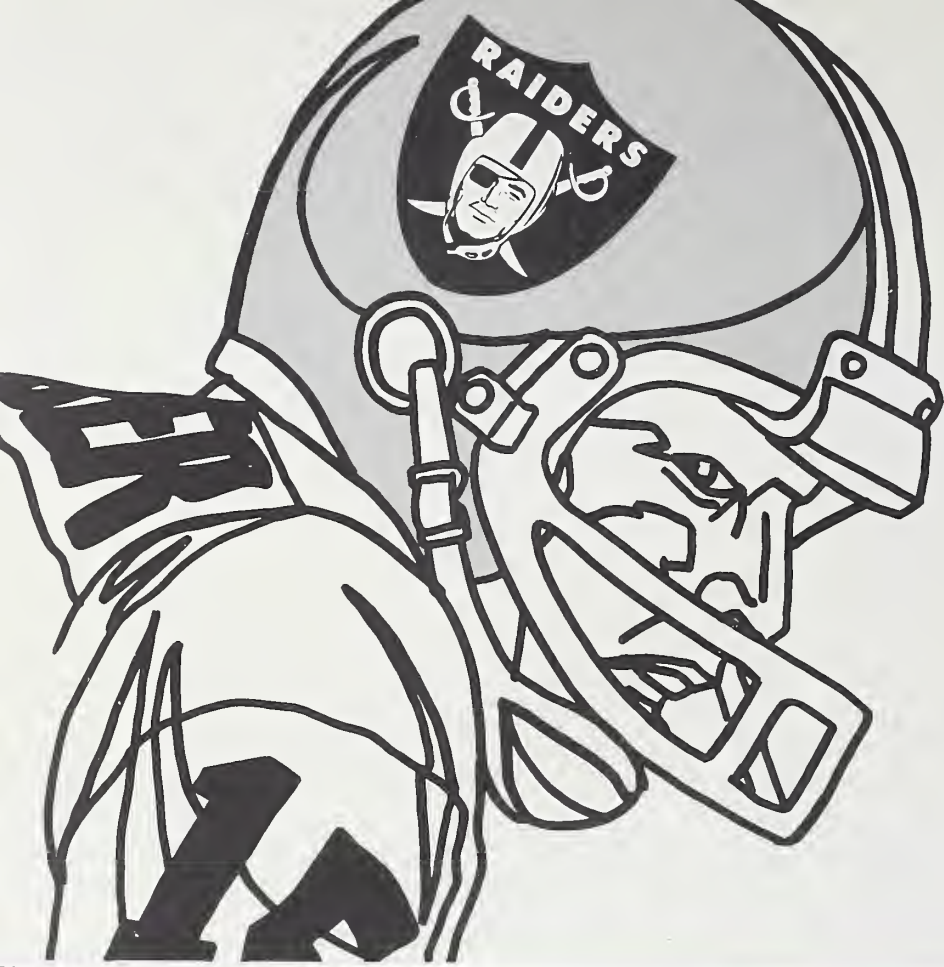
A team from the Fort Devens 36th Medical Battalion, 595th Medical Clearing Company, and Army recruiters in the Boston area set up a collection network and supplied staff to handle the clothes as they came in.

Clothes poured in from all over New England. "We had 2 1/2-ton trucks running back and forth from the radio studio to the drive's main collection point from 0700 to 1800 every day of the drive," reported **Jack Rankin**, Chief of A&SP, Boston Recruiting Battalion. (Jim Hill, Fort Devens Public Affairs Office)

"HE'LL MAKE A HECK OF A RECRUITER," said Staff Sgt. William Cordery when his younger brother, Staff Sgt. Jess Cordery, joined the recruiting force as an Army Reserve recruiter for the St. Mary's, Pa., Recruiting Station. William is a gold badge reserve recruiter at the Washington, Pa., Recruiting Station. His advice to Jess? "Work smarter — not harder!" (Jim McCarthy, Pittsburgh Rctg Bn).



Capt. John Pepper, Pittsburgh Battalion adjutant (left) welcomes aboard new recruiter Staff Sgt. Jess Cordery. Looking on is Staff Sgt. William Cordery, Jess's brother and recruiter.



**Be
All
You
Can
Be**

LA Raiders - LA Recruiting

**A
Commitment
To
Excellence**



Sam Boghosian, Raider offensive line coach and Raider guard Don Mosebar demonstrate proper lineman stance as 15 year Raider veteran Art Shell, looks on.



*Story and Photos by
Sgt. 1st Class Jerry Simons
Art on page 24 by
Leonard Trzeciak*

If success is defined as the favorable termination of endeavors, the second LA Raiders-LA Recruiting Battalion High School Coaches Football clinic conducted this past spring was a notch above that.

The first clinic, in March 1983, drew more than 400 high school and college coaches; the '84 version was attended by more than 1,000.

The clinics were not staged to draw numbers only, but to aid recruiting in the LA area. According to FY 83 recruiting results the initial clinic was beneficial. Doors have been opened, friendships formed and valuable contacts solidified.

If the first clinic had truly helped the LA recruiting effort, the battalion may be in for a windfall this year.

"Last year, FY 83, was one of the most successful years in the battalion's history," said Maj. Charles H. Skeahan,

battalion executive officer. "LA Battalion consistently overproduced in the qualitative market area and is on the way to duplicating that feat again in FY 84.

"That accomplishment may be indirectly attributed to the amount of time we spend in the community doing public relations type work. Making the public aware that we are here and the type of product we have to sell, can only be accomplished when you get your foot in the door."

When LA Battalion began planning the second annual clinic, it seemed that the success of the first one would be a tough act to follow.

As plans progressed, however, it became evident that the first clinic had been a success in another way. Coaches who had attended last year's clinic had spread the word, and as the clinic's reputation spread, the number of coaches wanting to attend this spring's event grew.

Then it happened, the two-time world champion Raiders were on their way to winning another title.

The Raider's slogan is "a commitment to excellence." With this in mind, head coach Tom Flores drove his Raiders forward accepting nothing short of excellence from himself and his team. Raiders quarterback Jim Plunkett, a master of excellence himself, guided his team to a 12-4 season and the American Conference championship.

After a loss to the Washington Redskins earlier in the season, the Raiders set their sights high, losing only three more games the remainder of the year. The Raiders were destined to meet the Redskins again, the next time for the National Football League Championship, the Super Bowl.

What happened that fateful day this past January is sports history. The Los Angeles Raiders emerged victorious, soundly defeating the Redskins, dispensing revenge on Joe Thiesman and his "Hogs."

"Champions meeting champions," could very well have been the theme of this year's clinic, for aside from football champions the Army had some champions of its own present. Two world class athletes, both

In the photo to the right, running back Frank Hawkins, Raider's second leading rusher in 1983, signs autographs for a high school coach and a battalion recruiter.



Above, members of the Army Reserve's 12th Special Forces rappel from a 'Huey' helicopter. In the photo to the right, Raider's tight end, Derrick Jensen, left, and quarterback coach Larry Kennan seated to Jensen's right, partake in an afternoon barbecue meal served by the 6220th USAR Cooks School.

Olympic hopefuls, and two members of units who participated in Grenada were also present for the festivities.

The world class athletes were 1st Lt. Michael Ricks and 2nd Lt. Wendell W. Angel.

Ricks has held world records in the 600 yard run and indoor 400 meter run. Angel has been a member of two military Olympic teams and a winner of both a gold and bronze medal in Mikkeli, Finland, in 1978. Angel specializes in the 800 meter run and 400 meter hurdles.

Also present for the clinic were two champions of another sort. They were

two members of our forces that landed on the island of Grenada to rescue medical students studying there. The two soldiers were Sgt. 1st Class Bruce Sharpe of the 1st/504th Infantry, 82d Airborne Division and Spec. 4 Elisabeth Milliken of the 58th Military Police Company, both located at Fort Bragg, N.C.

Among Raiders coaching staff present were Sam Boghosian, offensive line; Earl Leggett, defensive line; Larry Kennan, quarterback; Bob Mischak, tight ends; Tom Walsh, receivers; Art Shell, assistant coach, and "Hall of Famer" Willie Brown, defensive backfield.

Players present were number 27, running back Frank Hawkins, the





Raider head coach Tom Flores signs autographs for two LA area high school coaches.

Raiders' second-leading rusher in 1983; number 31, tight end Derrick Jensen, special team captain, and number 72, Don Mosebar, guard and tackle.

When the clinic began and the tally was taken, more than 1,400 persons were present; 1,000 of them were high school and junior college football coaches — an attendance nearly tripling that of last year.

Fortunately, forward thinking is a trademark of Lt. Col. John K. Swensson, LA Recruiting Battalion Commander, and his staff. They were well prepared for a large turnout and knew just what to do.

Logistics were clearly the prime concern while handling a group that size. The recruiting battalion could not support that many people alone.


The 63rd Army Reserve Command, headed by Maj. Gen. Daniel C. Helix, had provided support to the first clinic and was a guiding force for the successful conclusion of that event.

Their expert services were needed once more. Col. Jesus Carranza, Jr., California National Guard, Deputy Commander of Los Alamitos Reserve Center, was also asked for the use of the center, bringing the California National Guard into the picture.

The clinic was a truly total force project, taking advantage of the resources of the Guard, Reserves and Regular Army. The half time show was a prime example of this cooperation.

A noon meal was prepared by students of the 6220th USAR Cooks School while the 311th COSCOM displayed its military hardware. Aviators from the 336th Aviation Battalion (USAR) provided air support to members of the USA Special Warfare Center, Freefall Team, from Fort Bragg, N.C., who made a freefall jump from 3,000 feet. They also airlifted soldiers of the 12th Special Forces Group who demonstrated their rappelling expertise by dropping from nearly 100 feet in the air to the ground. The 336th also static displayed one of its Huey helicopters while Jr. ROTC members

from a local high school presented a precision drill demonstration nearby. To cap off the halftime show, the audience was serenaded by a band made up of Guard, Reserve and Regular Army musicians.

The annual LA Raiders/LA Recruiting Battalion High School Football Coaches Clinic serves as a prime example of what the total Army concept can accomplish. The Army Reserve and Army National Guard can provide an abundance of support services that isolated recruiting units cannot provide themselves. Clinics like LA's provide endless opportunities for the Reserves and Guard to show off their muscle and provide all organizations with priceless positive public relations. 

Members of the US Army Special Warfare Center Freefall team from Fort Bragg, N.C., share the door of a 'Huey' helicopter with members of the LA Raider cheerleaders, the Raiderettes.





Diagnostic Test

JUNE/JULY 1984

1. When objections are raised by prospects, it is usually their way of asking for more information or telling you that they don't understand or believe a certain point and need clarification.

a. True _____ b. False _____

2. There are two phases to every sale. The two phases are:

- a. The sale and the follow-up.
- b. The sale and the close.
- c. Rapport and the sale.
- d. Identification of needs/interests and the close.

3. A feature becomes a benefit only when it:

- a. Is accompanied by evidence.
- b. Is presented during the options and benefits step of the sales presentation.
- c. Is used to satisfy a buying motive.
- d. Is presented during the need and interest step of the sales presentation.

4. What must a recruiter do after he/she uncovers the prospect's dominant buying motives during the needs and interest step of the JOIN sales presentation?

- a. Recap to confirm with the prospect that correct buying motives have been uncovered.
- b. Enter buying motives into the system.
- c. Proceed to the prequalification module.
- d. Prequalify and then sell against the buying motives.
- e. All of the above.

5. The reception/construction of a high school junior list should be 75 percent complete by:

- a. 31 May
- b. 30 June
- c. 1 September
- d. 31 January

6. An assessment of the departing recruiter's DEP pool by the station commander should be made, when possible, _____ days prior to the actual departure.

- a. 7
- b. 14
- c. 30
- d. 90

7. Column 12 of the processing list is always a temporary entry.

a. True _____ b. False _____

8. Recruiters must mandatorily visit assigned priority 1 and 2 schools a minimum of _____ times per month.

9. Section 1, Division II of the prospect card file contains:

- a. Cards on centers of influence/very important people.
- b. Cards which contain no apparent follow-up value.
- c. Cards of personnel who are pending final disposition.
- d. All of the the above.

Inquiries regarding Diagnostic Test questions and answers may be addressed to USAREC, Recruiting Operations-Training, or phone AUTOVON 459-2772, COMMERCIAL (312) 926-2772.

10. _____ is the art of persuading people to accept an idea.

- a. Coercing
- b. Salesmanship
- c. Prospecting
- d. Closing

11. The Lead Refinement List (USAREC Form 539), provides the recruiter with:

- a. A systematic approach to refinement of leads.
- b. A tool to track prospecting efforts.
- c. A priority for contact.
- d. All of the above.

12. A USAREC Form 200 on personnel in the DEP/AIADT will be completed and filed in which division of the prospect card file?

- a. Shipped pending
- b. Daily suspense
- c. Monthly suspense
- d. Enlisted file

13. An applicant must be mentally and physically qualified for enlistment prior to submission of a battalion-level waiver.

a. True _____ b. False _____

14. DA Form _____ must be used when requesting a USAR prior service grade determination.

- a. 3072-1A
- b. 3072-1C
- c. 1695-R
- d. 2496-A

15. When completing USAREC Form 200 Card, all children of the applicant will be listed in _____.

16. All retraining of no go task ratings on the 4th and 9th month evaluations of the TTE must be annotated in appendix D, USAREC Pam 350-2.

a. True _____ b. False _____

17. If a member of the delayed entry program wants to request a discharge, he/she must complete USAREC form letter _____.

18. All DEP enlistees (to include courtesy ships) will be the personal responsibility of a positive mission recruiter or the station commander.

a. True _____ b. False _____

19. In cases of unresolved recruiter/station commander responsibility for assuming DEP ownership, who makes the final determination of DEP responsibility?

- a. Station commander
- b. 1SG
- c. Company commander
- d. Battalion commander

20. Which of the following codes is used to indicate a lead that is attending college?

- a. CE
- b. NI
- c. X
- d. COL

Diagnostic Test

May 1984 Answers

1. For methods of handling objections see: (ST 12-163, paragraph 25).

2. a - (USAREC Reg 350-7, chap 2, para 2-23 B2).

3. e - (USAREC Reg 350-7, chap 2, para 2-23 B3).

4. a - (USAREC Reg 350-7, chap 2, para 2-23 A).

5. a - (USAREC Reg 350-7, chap 2, para 2-36 A(1)).

6. 85 percent - (USAREC Reg 350-7, chap 3, para 3-4c(1)).

7. e - (AR 601-210 chap 4, para 4-1).

8. b - (USAREC Reg 350-7, chap 2, para 2-2).

9. 3 months - (USAREC Reg 350-7, chap 3, para 3-1 a (1)).

10. b - (USAREC Reg 350-7, chap 3, para 3-9b).

11. b - (USAREC Reg 350-7, chap 2, para 2-17c).

12. a - (USAREC Reg 350-7, chap 2, para 2-28a(2)).

13. c - (ST 12-163, chap 5, para 26b).

14. LRL - (USAREC Reg 350-7, chap 2, para 2-14b).

15. d - (Soldiers Manual Task 121-022-2403 Figure 2403-1).

16. d - (USAREC Reg 350-3, sec VI, page A-71).

17. c - (USAREC MSG #24 Part 2).

18. a - (USAREC Reg 350-7, para 4-24).

19. d - (USAREC Reg 350-7, para 4-23).

20. c - (USAREC Reg 350-7, para 4-10a).

Rings and Things

Recent recipients of recruiter rings and gold badges appear below. Inquiries concerning these listings may be addressed to the USAREC Awards Branch, or phone AV 459-3871, commercial (312) 926-3036.

RECRUITERS RINGS

ALBANY

SFC Clifford H. Prater

ATLANTA

SFC Henry L. Daniels

BOSTON

GS7 Dennis J. Dragonas

CHICAGO

SFC Charlie F. Hill
SFC Carla Hamilton

CINCINNATI

SSG David S. Broxterman

CLEVELAND

SFC Thomas N. Williams

CONCORD

SSG William F. Scott

FORT MONMOUTH

GS7 Otis Craig

HONOLULU

SFC Filamor M. Dorino

JACKSON

SFC Edward E. Moore, Jr.

JACKSONVILLE

SFC Larry B. Simms

LANSING

SSG Larry D. Henderson

LOUISVILLE

SSG Tommy L. Isaac

MIAMI

SFC Theodore Waters

MILWAUKEE

SFC Rex A. Kinhead
SFC Walter W. Blanchard
SSG Theodore C. Elias

MONTGOMERY

SFC Ronald E. Dison
MSG Joe L. Cox

NEWBURGH

SFC Johnnie R. Rowe, Jr.

SANTA ANA

GS7 George A. Wood

GOLD BADGES

ALBANY

SFC Francis M. Burke, Jr.
SSG Robert F. Wendell

ALBUQUERQUE

SGT Angel L. Castro

ATLANTA

SSG Tony L. Cooper
SSG Harold Blount
SSG Danny Hunter

BALT/WASH

SSG Ronney J. Bythwood
SSG Jackie R. Davis
SFG William D. Johnson

BECKLEY

SFC Ronald H. James
SFC Ned W. Shupe

BOSTON

SSG Paul G. Maillet

CHARLOTTE

SSG William B. Smith

CHICAGO

SSG Vernon L. White
SSG Bernard Jolivet, Jr.
SFC Jodie L. Johnson
SFC Thermon E. Young

CINCINNATI

SSG James E. Basta
SFC Donald A. Forrer
GS7 Michael J. Joyce
SFC Ronnie E. Clay
SFC Rodney W. Jolliffe
SFC Gerald A. Glowka
SGT Mark A. Watkins

CLEVELAND

SSG Dennis D. Linn

COLUMBIA

SFC Anthony I. Pullum
SSG Franklin L. Pike, Jr.
SSG Alice F. Black
SSG David T. Bryant
SFC Michael W. Wilkins
SSG Leo J. Harkless

COLUMBUS

SSG Leonard Mullins
SSG Vincent Rutledge

CONCORD

SFC Thomas J. Bundza
SGT Roland F. Preble
SFC Michael P. Bergeron

DALLAS

SSG Grayling Batchelor

DENVER

SSG Ronnie S. Montano
SSG Raynard L. Palmer
SSG Norman H. Hurd, Jr.
SSG Charlie J. Brown, Jr.
SSG Donnie W. Nolte
SSG Rickey D. Buie

DES MOINES

SSG John M. Calderwood
SSG Eugene W. Fisher
SSG Paul F. Johnson
SFC Larry W. Wapelhorst
SSG Richard J. Stakely

DETROIT

SGT Guy A. Fummerfelt
SSG Richard J. Concepcion
SFC Alex Johnson
SFC Steven L. Tropf

FORT MONMOUTH

SSG Claude Stevens, Jr.
SSG Arthur J. Henry
SFC Charles S. Hemmingway

HARRISBURG

SGT Donald P. Lohr
SSG Ronald S. Durham
SSG Patricia Moore
SSG Ronald J. Mack
SGT David E. Rice
SSG Michael W. Wenzel
SFC George F. Belawicz

INDIANAPOLIS

SGT Jonathan Malone
SSG Daniel Tegeler
SGT Willie Weatherspoon

JACKSON

SSG Luther C. Harris
SSG Thomas C. Flack
SFC Albert W. Newberry
SFC Marvin L. Summers
SSG Ronald M. Slayton

JACKSONVILLE

SFC Evelyn Y. Hikes
SSG Bessie M. Sutton
SFC Alexander Poole

LANSING

SGT Norman D. Johnson
SFC Gary L. Rocker
SFC Ronald L. Evans
SSG Patrick M. Arnold
SFC Dan J. Frosolone

LITTLE ROCK

SFC Barney A. Ortega
SFC James W. Thrash
MSG David L. Smith
SFC Dennis L. Chappell
SFC William G. Lusch

LONG ISLAND

SFC Leila M. Berry
SSG Albert A. Pando
SFC Barbara Reed

LOS ANGELES

SSG William Lord

LOUISVILLE

SFC Francis J. Edwards

MIAMI

SSG Antonio Morales-Jimenez
SGT Eddie J. Perdue

MILWAUKEE

SGT Jeffrey A. Arquette
SSG Constance L. Murff
SSG Johnnie Smith
SSG Gene C. Nichols
SSG Timothy J. Bretl

MINNEAPOLIS

SFC Jerry L. Jersvig
SSG Thomas P. Muellenbach
SFC John R. Martino III
SFC Dale G. Holste
SSG Anthony J. Zuk

MONTGOMERY

SFC James R. Lewis
SSG George W. Hayes

NASHVILLE

SSG Michael W. Johnson
SSG Jerry A. Chisholm
SSG Rickie L. Cox

NEW HAVEN

SFC Herbert J. Sprague

OMAHA

SSG Craig R. Davison
SSG George C. Falling
SSG Ted E. Eyster

OKLAHOMA CITY

SSG Larry L. Soper
SSG William E. Davis
SFC Randolph R. Brasee

PEORIA

SSG Gary M. Mahana
SSG David L. Smith
SFC Ricky J. Phillips
SSG Roger T. Kindoll

PHOENIX

SFC Keith D. Krueger
SSG David L. Nemyer

PITTSBURGH

SSG William G. Reed
SSG Terry S. Snyder

PORTLAND

SSG Bert W. Baty
SSG Gary Sword
SFC James Evanger
SFC James M. Shank
SSG Curtis L. Saunders III
SSG Lennie D. Coffey
SSG Dennis W. Earley

SSG Bruce R. Bandy

SGT Anthony D. Harris
SFC Michael E. Turner
SSG David A. McGraw

RALEIGH

SSG Paul D. Zierman
SSG Gary E. Spiller
SFC Melton Knight
SSG Carl R. Ketron

RICHMOND

SSG Pinero Dingle
SSG Charles L. Guerin
SGT Veronica M. Lyles
SSG Kenneth E. Mills

ST. LOUIS

SSG Herschel L. Talley

SACRAMENTO

SSG Marcos A. Amavisca

SAN JUAN

SSG Ramon Lopez-Soto

SAN FRANCISCO

SSG Terry A. Willis
SSG Michael E. Clay
SSG Dennis B. Knight
SFC Virginia A. Pearson
SSG Frank J. Kinzer

SEATTLE

SSG Edwin E. Donovan
SSG Jack E. Syplot

SYRACUSE

SFC Richard C. Holland, Jr.
SSG Rodney L. McKinnon
SSG Henry C. Petty
SSG George T. Rodriguez III
SGT David B. Barber
SFC Patrick L. Butler
SSG Perry L. Canada
SSG Thomas L. Connor
SFC Stancia Y. Rosa
SSG Robert J. Ziegler



The Airborne Option

"Stand in the door," shouts the jumpmaster. As the light signaling the time of the jump flashes from red to green, one soldier at a time steps out the door and into the sky. Another Airborne class has passed the test and the students have earned their parachutist wings.

Fort Benning's Basic Airborne School is the only one of its kind in the Army. Airborne training adds a skill identifier to an MOS, and soldiers in any MOS of either sex may apply for Airborne training. In order to qualify for the school, however, students must meet two basic qualifications. They must pass the Army Physical Readiness Test (APRT) and they must volunteer for the school.

*Story by
Becky Winters
Photo by
Staff Sgt. Bill Reynolds
US Army Infantry Center
PAO*

Performing a parachute jump from an aircraft in flight requires some degree of courage. For that reason the Army decided, when the first Airborne Test Platoon was born 43 years ago, that no soldier should be forced to undergo the training against his will.

The rigorous course of instruction includes one week of ground training, one week of tower training and one week during which the students make five qualifying jumps from an aircraft. Once admitted to the three-week course, the student must maintain a rigorous schedule of physical training, including a daily three-mile run.

"Airborne training is a morale type course, and only those students who come here physically fit and highly motivated will complete the course," said Master Sgt. James Clark, chief instructor of tower branch.

During the first week of training, Airborne students learn the correct body position for jumping from an aircraft, and how to land safely.

The students learn to make contact with the ground in stages, according to Sgt. 1st Class David Ephraim, an instructor in the ground training branch. Each student must have five points of contact with the ground during a parachute landing fall: the balls of the feet, calf of the leg, thigh, buttocks and the large fleshy muscle in the back. This ensures that the shock of landing is distributed throughout the body.

After learning the parachute landing fall, the students move to other training areas. This includes the mock door, where they learn to exit an aircraft and hold a tight body position; and the 34-foot tower, where they learn to simulate the five points of performance that must become second nature to an Airborne soldier:

1. Check body position and count. The paratrooper must jump from the aircraft with a tight body position and immediately count, "1,000, 2,000, 3,000, 4,000." By the time he reaches "4,000" he should feel the initial opening shock of the canopy. If he hasn't felt it, he must immediately activate his reserve parachute.

2. Check canopy. The student does a 360-degree turn and inspects the canopy to make sure that it is inflated properly and has no rips or tears.

3. Keep a sharp lookout during descent. This ensures that the paratrooper does not collide with other jumpers in the air, and that he does not position himself over hazardous terrain prior to landing.

4. Prepare to land. At 100 feet above the ground, the student prepares to land by turning his parachute into the wind.

5. Landing. The student must execute a perfect parachute landing fall. Most injuries are caused by improper landing techniques, so this is considered the most important skill.

During tower week the paratrooper learns how to control and steer his parachute by using the suspended harness training device. By making practice jumps on the swing landing trainer, he learns how to land safely with a swinging parachute. He is also taught mass exits from the 34-foot tower in preparation for exiting an aircraft during jump week.

The big event of tower week is two drops from the 250-foot towers. The student is lifted up by cable to the top, and then dropped with an inflated canopy. This exercise enables the student to actually perform the five points of performance which he has been practicing.

"The drop from the 250-foot tower recreates the actual experience students will have when jumping from the aircraft," explained Sgt. 1st Class Rufus Jordan. "It gives students confidence in their ability to control the parachute, which helps when they actually jump from an aircraft."

During the final week, the students attend a formal class on parachute jumping, safety procedures and the proper way to wear their parachutes. They are also briefed on aircraft flight direction, emergency procedures and the condition of the drop zone where they will land, including the prevailing wind speed and direction.

Safety is stressed throughout the three-week class. Before they jump, the soldier's parachutes are inspected five times to make sure everything is

properly attached.

The students make five jumps from an aircraft during the third week, one of which is a night jump.

"There is a feeling of pride and accomplishment that is hard to explain to someone who has never jumped," said Capt. Richard Nahstoll, a recent graduate of the course. "When you look at those Airborne wings pinned on your uniform, and think of the effort and courage it took to attain them, it is quite a feeling."

When the students have graduated from Airborne School, they may be assigned to an airborne unit. The 82d Airborne Division is the only airborne division in the Army, and is located at Fort Bragg, N.C. The soldier might be assigned to the 325th Infantry (Airborne) in Vicenza, Italy; to a Special Forces unit at Fort Bragg, N.C., Fort Devens, Mass., or Panama; to a Ranger unit at Fort Stewart, Ga. or Fort Lewis, Wash., or to another Army Airborne unit. Soldiers assigned to a jump status Airborne slot will receive hazardous duty pay.

Most important to the Airborne graduate is the esprit de corps of belonging to the Airborne family, according to Maj. Christopher Feudo, S-3 of the 4th Airborne Training Battalion. The Airborne graduate has become a part of the Airborne mystique, a bond that can be understood and appreciated only by those who have met the personal challenge required of those who dare to jump out of an aircraft in flight. He is Airborne. "All the Way!"



Airborne

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FLARE

